

Economic Impact  
of Proposed Regional Mall Development  
Operations  
in Yukon, Oklahoma  
on  
Yukon and Canadian County

***Three Rivers***  
***A n a l y t i c s ,***  
***L L C***

***“Making the case for jobs in Oklahoma”***

December 21, 2013

1/14/2014

## STUDY QUESTION

**STUDY QUESTION** → Determine the economic impact to Yukon and Canadian County of operating a regional retail mall in Yukon, South of Interstate Highway 40 through build out phases from 2015 through 2021.

**Concept:** General Merchandise and fashion-oriented offerings.

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**DATE OF STUDY:** December 21, 2013

**SUMMARY OF PROJECTIONS**  
**For Proposed Regional Center in Yukon, Oklahoma**  
**By**  
**Three Rivers Analytics, LLC**  
**December 21, 2013**

This report presents a brief summary of the work of Three Rivers Analytics, LLC in determining the economic impact to Yukon and Canadian County from operations of a planned regional retail mall in Yukon, south of Interstate Highway 40 through build-out phases from 2015 through 2021. The principal concept for the mall is general merchandise and fashion-oriented offerings.

Phase 1 of the center is projected to open midyear 2015 with approximately 275,000 square feet of retail space and continue through midyear 2020. Direct impacts associated with the project over each year of phase 1 should include \$75,000,000 – \$120,000,000 of sales revenue; 227 – 364 jobs (P/T and F/T) with labor income of \$3.8 million – \$6.1 million, and total value added to the local economy of \$7.67 million - \$12.3 million. Impacts due to supply chain linkages and increased household incomes are projected to average 36 additional jobs with additional labor income of almost \$900,000 per year. Annual sales tax revenue should total \$4.0 million for the city of Yukon and \$346,000 for Canadian County.

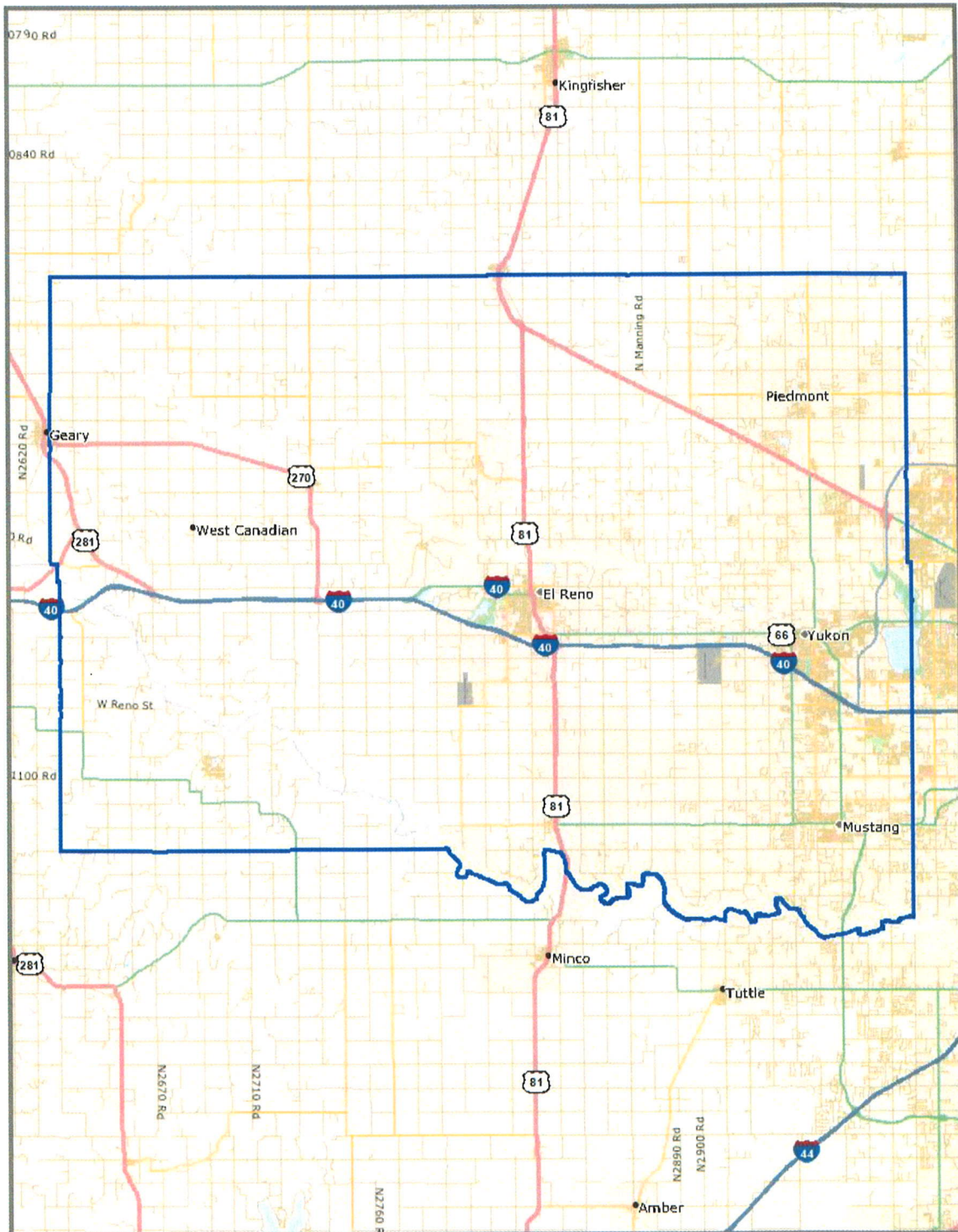
Phase 2 is projected to commence midyear 2020 with approximately 775,000 square feet of retail space. Direct impacts associated with the project on an annualized basis include \$225,000,000 – \$320,000,000 of sales revenue; 1,365 – 1,942 jobs (P/T and F/T) with labor income of \$23 million- \$32.7 million, and total value added to the local economy of \$46 million – \$65.4 million. Impacts due to supply chain linkages and increased household incomes are projected to average just over 200 additional jobs with additional labor income of almost \$5,000,000 per year. Annual sales tax revenue should total \$11.1 million for the city of Yukon and over \$967,000 for Canadian County.

A more detailed breakdown of sales tax collections follows:

<b>Calendar Year 2013 (Q3 and Q4)</b>	<b>For Low Sales Estimate</b>	<b>For High Sales Estimate</b>
Total Economic Output Subject to Sales Tax	\$38,037,864	\$60,860,582
Total Sales Tax to City (4.00%)	\$1,521,515	\$2,434,423
Total Sales Tax to County (0.35%)	\$133,133	\$213,012
<b>Calendar Years 2016 – 2019</b>		
Total Economic Output Subject to Sales Tax	\$76,075,728 Annual	\$121,721,165 Annual
Total Sales Tax to City (4.00%)	\$3,043,029 Annual	\$4,868,847 Annual
Total Sales Tax to County (0.35%)	\$266,265 Annual	\$426,024 Annual
<b>Calendar Year 2020</b>		
Total Economic Output Subject to Sales Tax	\$151,151,456	\$223,155,469
Total Sales Tax to City (4.00%)	\$6,046,058	\$8,926,219
Total Sales Tax to County (0.35%)	\$529,030	\$781,044
<b>Calendar Year 2021</b>		
Total Economic Output Subject to Sales Tax	\$228,227,184	\$324,589,773
Total Sales Tax to City (4.00%)	\$9,129,087	\$12,983,590
Total Sales Tax to County (0.35%)	\$798,795	\$1,136,064



**Study Area: Yukon and Canadian County**



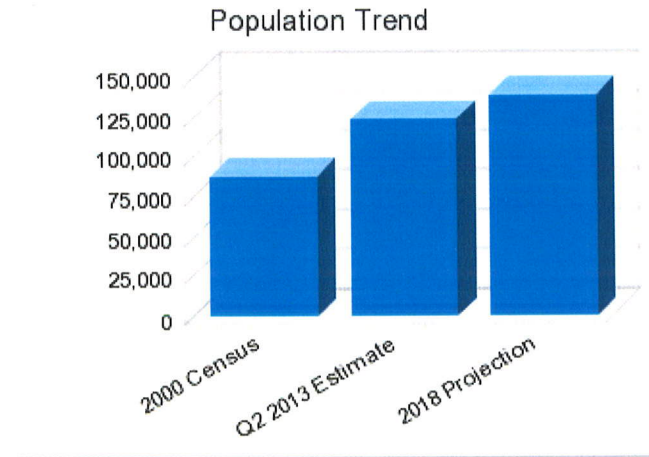
## Demographics

### STI: PopStats - Executive Summary Report with Charts



Geography: **Canadian**

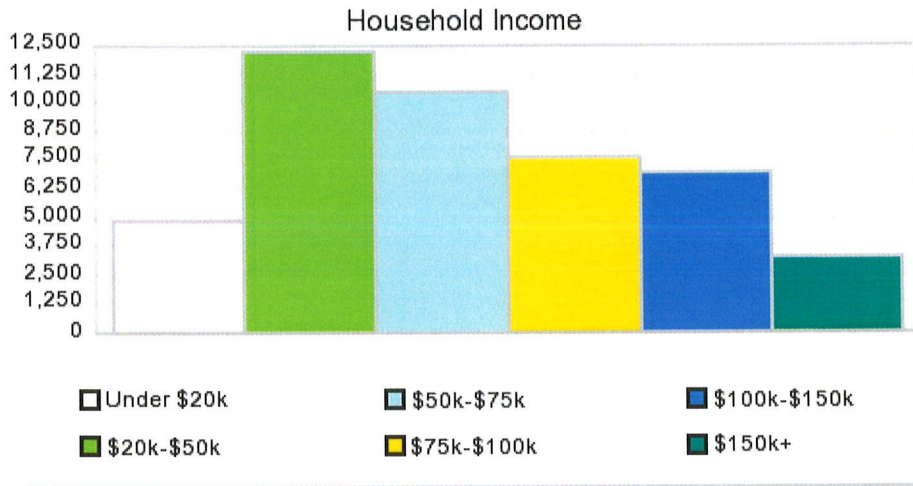
#### Population Demographics - Q2 2013



The number of households in the study area in 2000 was **31,529**. The household count in Q2 2013 is estimated to be **45,523**. For 2018, the High Range of the Five Year forecast was **56,273** and the Low Range was **47,554** with the actual household projection estimated at **50,919**, a change of **11.85%**. The population in the study area in 2000 it was **87,696**. The population in Q2 2013 is estimated to be **123,823**. For 2018, the High Range of the Five Year forecast was **152,331** and the Low Range was **129,408** with the actual household projection estimated at **138,350** representing a change of **11.73%**.

	2000 Census	Q2 2013 Estimate	2018 Projection	Percent Change 2013 to 2018
Total Population	87,696	123,823	138,350	11.73%
Total Households	31,529	45,523	50,919	11.85%

## Households by Income - Q2 2013



In Q2 2013 the predominant household income category in this study area is **\$20k to \$50k**, and the income group that is least represented in this geography is **\$150K +**. The following table ranks income groups by the Q2 2013 Income Classes.

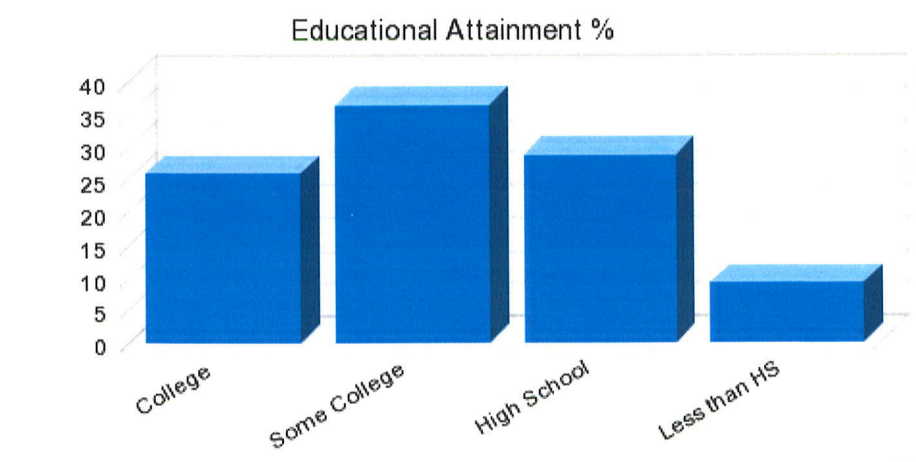
	2000 Census		Q2 2013 Estimate	
\$0 - \$19,999	5,245	16.64%	4,880	10.72%
\$20,000 - \$49,999	12,280	38.94%	12,284	26.98%
\$50,000 - \$74,999	7,649	24.26%	10,462	22.98%
\$75,000 - \$99,999	3,521	11.16%	7,586	16.66%
\$100,000 - \$149,999	2,152	6.82%	6,997	15.37%
\$150,000 +	680	2.15%	3,310	7.27%
Average Hhld Income	\$53,470		\$74,014	
Median Hhld Income	\$45,514		\$62,542	
Per Capita Income	\$19,224		\$27,211	

## Educational Attainment

Geography: **Canadian**

### Educational Attainment

College – Associate	6,347
College – Bachelors	14,997
College – Doctorate	436
College – Masters	4,343
College – Professional	1,060
Grade Less than 9	2,293
Grade 9 to 12	4,903
High School	23,034
Some college	22,829
Total Educated	80,243



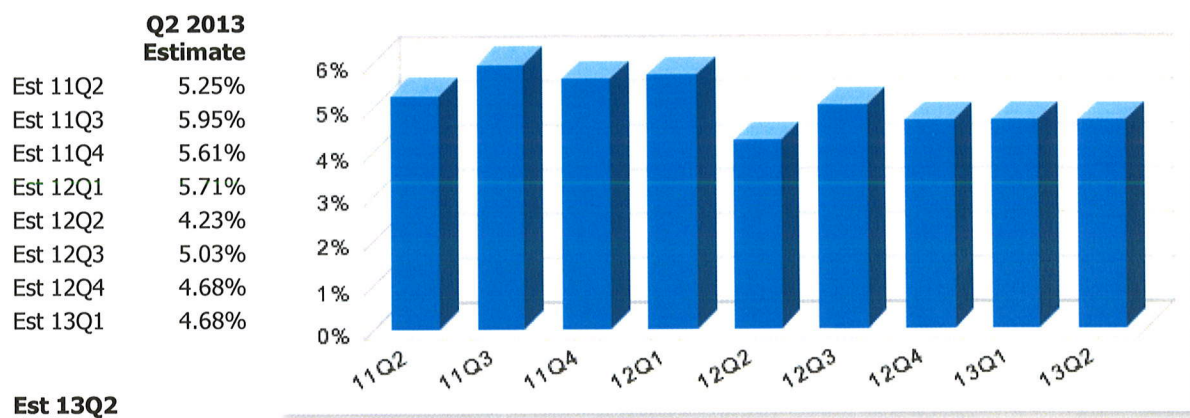


## Employee Salary and Demand

Average Salary \$43,560

National Average Salary \$45,930

## % Unemployment Rate by Quarter



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### **PopStats Demographic Data**

This PopStats demographic data utilized in this report is provided by Synergos Technologies. This data is updated quarterly to end users based on new ZIP+4 data (note that new data and statistics are delivered monthly, updated quarterly). This data is modeled where a growth factor is derived for every ZIP+4 in the country. This application occurs via a proprietary model that uses this information as well as other pertinent factors (see below) to generate a current estimate. The data sources for PopStats datasets come from:

- United States Postal Service (USPS)
- United States Department of Defense (DMDC)
- United States Census Bureau
- National Center for Education Statistics (NCES)
- Federal Financial Institutions Examination Council (FFIEC)
- Internal Revenue Service (IRS)
- Bureau of Economic Analysis (BEA)
- Bureau of Labor Statistics (BLS)
- Office of Federal Housing Enterprise Oversight (OFHEO)

Most data vendors and therefore most data analysts are using information that is delivered once annually and is based upon trended census growth figures (i.e., 1990 to 2000). Census trended data misses any new growth that may occur, particularly isolated hot communities that tend to flare up in a few years and sometimes a few quarters.

**Economic Summary of Study Area**

**Study Area: Canadian County / 2011 GDP**

Yukon Regional Shopping Center		Copyright 2013 Minnesota IMPLAN Group, Inc.			
<b>Model Information</b>					
Model Year	2011		<b>Value Added</b>		
GRP	\$3,035,124,464		Employee Compensation		\$1,523,305,958
Total Personal Income	\$4,541,322,000		Proprietor Income		\$221,315,369
Total Employment	45,383		Other Property Type Income		\$1,068,617,323
			Tax on Production and Import		\$221,885,814
Number of Industries	175				
Land Area (Sq. Miles)	900		Total Value Added		\$3,035,124,464
Area Count	1				
			<b>Final Demand</b>		
Population	119,492		Households		3,733,867,003
Total Households	44,933		State/Local Government		\$461,708,362
Average Household Income	\$101,068		Federal Government		\$418,836,802
			Capital		\$1,210,175,678
Trade Flows Method	Trade Flows Model		Exports		\$2,567,267,535
Model Status	Multipliers		Imports		-
			Institutional Sales		-\$181,863,378
<b>Economic Indicators</b>					
Shannon-Weaver Index	.70334		Total Final Demand:		\$3,035,124,451
<b>Top Ten Industries</b>					
<b>Sector</b>	<b>Description</b>		<b>Employment</b>	<b>Labor Income</b>	<b>Output</b>
437	* Employment and payroll only (state & local govt, non-education)		3,167	\$145,767,200	\$166,644,400
413	Food services and drinking places		2,592	\$47,181,290	\$136,992,800
438	* Employment and payroll only (state & local govt, education)		2,098	\$87,330,730	\$100,562,200
360	Real estate establishments		1,850	\$11,125,680	\$232,452,000
36	Construction of other new nonresidential structures		1,516	\$47,588,730	\$131,286,600
29	Support activities for oil and gas operations		1,418	\$129,023,600	\$309,690,200
329	Retail Stores - General merchandise		1,237	\$30,430,800	\$69,022,830
319	Wholesale trade businesses		1,209	\$55,987,590	\$168,765,100
39	Maintenance and repair construction of nonresidential Structures		1,090	\$32,945,740	\$81,056,260
335	Transport by truck		951	\$37,115,450	\$117,952,700

Source: IMPLAN v3.0

## METHODOLOGY

For this study, standard input-output analysis utilizing regional social accounting matrices (SAM) was applied to initial parameter values associated with the particular activity of interest and related economic and demographic information. Social accounting matrices are built from state and federal government-supplied economic data and describe the monetary flows between all buying and selling sectors of an economy. Predictive multiplier models used for estimating economic impacts of initial economic disturbances in employment, income, or output are obtained from social accounting matrices.

**IMPLAN** (short for **IM** pact analysis for **PLAN** ning) is the standard data and software package used for performing economic impact analysis. Minnesota IMPLAN Group, Inc. (MIG) is the corporation responsible for the production of IMPLAN and was the company that aggressively pioneered the concept of using SAMs for economic modeling. We have employed IMPLAN Version 3.0 to perform the analysis of this study. This version of IMPLAN describes economic activity at the county level for 440 different industry sectors in addition to detailing commodity trade across regions, and monetary transfers between households, governments, and financial institutions. The most up-to-date data sets (2011) for Oklahoma and the U.S. provided by IMPLAN were used for this study.

Purchases for final use (**final demand**) drive an input-output model. **Direct effects** are the changes (e.g. to employment or output) in the industries in which a final demand change was made. These industries in turn purchase goods and services from other producers in the region. These purchases are called indirect purchases (or **indirect effects**) of the industries that experienced the initial final demand change. Indirect purchases continue until leakages from the region through imports, wages, or profits eventually stop the cycle.

The indirect effects and the effects of increased household spending (**induced effects**) can be mathematically derived as sets of multipliers. The resulting sets of multipliers describe the change in output for each industry caused by a one dollar change in final demand for any given industry. Through IMPLAN, this study has employed the most modern approach to estimating induced effects by using Type SAM multipliers that utilize all social accounts available from various government agencies to generate a model that captures inter-institutional transfers.



## ECONOMIC INDICATORS

**Employment** includes total wage and salary employees as well as self-employed jobs in a region. It includes both full-time and part-time workers and is measured in annual average jobs.

**Labor income** includes all forms of employment income, including employee compensation (wages and benefits) and proprietor income.

**Value-Added** consists of four components.

1. Employee Compensation
2. Proprietor Income
3. Other Property Income
4. Indirect Business Tax

**Employee compensation** is wage and salary payments as well as benefits, including: health and life insurance, retirement payments, and any other non-cash compensation. It includes all income to workers paid by employers.

**Proprietary income** consists of payments received by self-employed individuals as income. This is income recorded on Federal Tax Form 1040C. Proprietary income includes income received by private business owners, doctors, lawyers, and so forth. Any income a person receives for payment of self-employed work is counted.

**Other property type income** consists of payments from interest, rents, royalties, dividends, and profits. This includes payments to individuals in the form of rents received on property, royalties from contracts, and dividends paid by corporations. This also includes corporate profits earned by corporations.

**Indirect business taxes** consist primarily of excise and sales taxes paid by individuals to businesses. These taxes occur during the normal operation of these businesses but do not include taxes on profit or income.

**Total Industry Output (TIO)** is the value of production by industry for a calendar year. Output can be measured either by the total value of final purchases, or by intermediate outlays plus value-added. Output can also be thought of as a value of sales plus or minus inventory.

Output values used by IMPLAN as inputs are derived from a number of sources, including Bureau of Census economic censuses, BEA output estimates, and the BLS employment projections.

## IMPACT CATEGORIES

**Direct Effects** represent the impacts (changes in employment, labor income, total value added, and output) to the industry receiving the initial final demand change. Purchases for final use (final demand) drive the input-output model built by IMPLAN. This impact correlates with an immediate direct effect to Labor Income (employee compensation plus proprietor income) and Total Value Added (labor income plus other property income and indirect business taxes) in the study area.

The directly affected industry will purchase goods and services from other producers, which in turn will also purchase goods and services from yet other producers. Hence, consequent to the direct effects are the **indirect effects** (or indirect purchases of the directly affected industry) which are ripples through backward linkages in the supply chain that eventually diminish because of leakages (outward cash flows due to imports, wages, profits, etc) from the study area.

Finally, we also note that there are **induced effects** resulting from the increase of income to households of people employed in the directly affected industry and those connected to it through the backward supply chain linkages. Household spending will change as household income increases or decreases. These spending effects will impact a whole array of businesses (grocery stores, restaurants, entertainment venues, etc).

**Total Effects** (= Direct + Indirect + Induced) for each sector result.



**PRIMARY INPUTS**

Following are input data values used in calculating the direct revenue impacts for all phases of the project development.

	Retail Space in ft <sup>2</sup>	Annual Sales per ft <sup>2</sup>	Quarterly Sales	Sales for Calendar Year
<b>2015 Q3</b>	250,000 – 300,000	\$300 – \$400	\$18,750,000 – \$30,000,000	\$37,500,000 – \$60,000,000
<b>2015 Q4</b>	250,000 – 300,000	\$300 – \$400	\$18,750,000 – \$30,000,000	
<b>2016</b>	250,000 – 300,000	\$300 – \$400		\$75,000,000 – \$120,000,000
<b>2017</b>	250,000 – 300,000	\$300 – \$400		\$75,000,000 – \$120,000,000
<b>2018</b>	250,000 – 300,000	\$300 – \$400		\$75,000,000 – \$120,000,000
<b>2019</b>	250,000 – 300,000	\$300 – \$400		\$75,000,000 – \$120,000,000
<b>2020 Q1</b>	250,000 – 300,000	\$300 – \$400	\$18,750,000 – \$30,000,000	\$150,000,000 – \$220,000,000
<b>2020 Q2</b>	250,000 – 300,000	\$300 – \$400	\$18,750,000 – \$30,000,000	
<b>2020 Q3</b>	750,000 – 800,000	\$300 – \$400	\$56,250,000 – \$80,000,000	
<b>2020 Q4</b>	750,000 – 800,000	\$300 – \$400	\$56,250,000 – \$80,000,000	
<b>2021 and Calendar Years Beyond</b>	750,000 – 800,000	\$300 – \$400		\$225,000,000 – \$320,000,000

## SUMMARY RESULTS

**OBSERVATION** → Future Direct, Indirect and Induced impacts to Yukon and Canadian County are significant.

**Calendar Year 2015 (Q3 and Q4) With Low Sales Estimate**  
**IMPLAN Sector: 330          2-Quarter Sales = \$37,500,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	227.5	3,837,972.7	7,665,210.4	9,894,456.0
Indirect Effect	13.7	315,647.9	758,802.3	1,322,781.3
Induced Effect	14.2	371,133.3	902,778.6	1,500,103.8
<b>Total Effect</b>	<b>255.4</b>	<b>4,524,753.8</b>	<b>9,326,791.3</b>	<b>12,717,341.1</b>

Source: IMPLAN v3.0

**Calendar Year 2015 (Q3 and Q4) With High Sales Estimate**  
**IMPLAN Sector: 330          2-Quarter Sales = \$60,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	364.0	6,140,756.3	12,264,336.7	15,831,129.7
Indirect Effect	21.9	505,036.6	1,214,083.7	2,116,450.1
Induced Effect	22.8	593,813.2	1,444,445.7	2,400,166.0
<b>Total Effect</b>	<b>408.7</b>	<b>7,239,606.1</b>	<b>14,922,866.1</b>	<b>20,347,745.8</b>

Source: IMPLAN v3.0

**Calendar Years 2016 - 2019 With Low Sales Estimate**  
**IMPLAN Sector: 330          Annual Sales = \$75,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	455.0	7,675,945.3	15,330,420.8	19,788,912.1
Indirect Effect	27.4	631,295.8	1,517,604.6	2,645,562.6
Induced Effect	28.5	742,266.5	1,805,557.2	3,000,207.5
<b>Total Effect</b>	<b>510.9</b>	<b>9,049,507.7</b>	<b>18,653,582.6</b>	<b>25,434,682.2</b>

Source: IMPLAN v3.0

**Calendar Year 2016 – 2019 With High Sales Estimate**  
**IMPLAN Sector: 330                      Annual Sales = \$120,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	728.0	12,281,512.5	24,528,673.3	31,662,259.3
Indirect Effect	43.8	1,010,073.3	2,428,167.4	4,232,900.2
Induced Effect	45.6	1,187,626.5	2,888,891.5	4,800,332.2
Total Effect	817.4	14,479,212.3	29,845,732.2	40,695,491.6

Source: IMPLAN v3.0

**Calendar Year 2020 With Low Sales Estimate**  
**IMPLAN Sector: 330                      Annual Sales = \$150,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	910.1	15,351,890.7	30,660,841.6	39,577,824.2
Indirect Effect	54.8	1,262,591.6	3,035,209.2	5,291,125.2
Induced Effect	57.0	1,484,533.1	3,611,114.4	6,000,415.2
Total Effect	1,021.8	18,099,015.3	37,307,165.2	50,869,364.6

Source: IMPLAN v3.0

**Calendar Year 2020 With High Sales Estimate**  
**IMPLAN Sector: 330                      Annual Sales = \$220,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	1,334.8	22,516,106.3	44,969,234.4	58,047,475.4
Indirect Effect	80.4	1,851,801.0	4,451,640.1	7,760,316.9
Induced Effect	83.5	2,177,315.2	5,296,301.1	8,800,608.9
Total Effect	1,498.6	26,545,222.5	54,717,175.7	74,608,401.3

Source: IMPLAN v3.0

**Calendar Year 2021 With Low Sales Estimate****IMPLAN Sector: 330****Annual Sales = \$225,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	1,365.1	23,027,836.0	45,991,262.5	59,366,736.3
Indirect Effect	82.2	1,893,887.4	4,552,813.8	7,936,687.8
Induced Effect	85.4	2,226,799.6	5,416,671.6	9,000,622.8
Total Effect	1,532.7	27,148,523.0	55,960,747.8	76,304,046.8

Source: IMPLAN v3.0

**Calendar Year 2021 With High Sales Estimate****IMPLAN Sector: 330****Annual Sales = \$320,000,000**

Impact Type	Employment	Labor Income	Total Value Added	Output*
Direct Effect	1,941.5	32,750,700.1	65,409,795.5	84,432,691.6
Indirect Effect	116.9	2,693,528.7	6,475,112.9	11,287,733.7
Induced Effect	121.5	3,167,003.9	7,703,710.7	12,800,885.7
Total Effect	2,179.8	38,611,232.7	79,588,619.2	108,521,311.0

Source: IMPLAN v3.0



**TOP TEN INDUSTRIES IMPACTED BY EMPLOYMENT**

**OBSERVATION → Future impacts to Employment, Labor Income, Total Value Added and Total Output for the top ten industries impacted by employment are significant.**

**\*Note:** Output figures reported for retail sectors that purchase goods from outside the study area include only the gross margin accruing to the retailer. This is appropriate for this particular project as almost all of the inventory manufacturing will occur outside of Canadian County. Only the gross margin going to the retailer generates indirect and induced impacts within the study area. Sales tax estimates, however, are calculated using prices paid by consumers.

**Calendar Year 2015 (Q3 and Q4) With Low Sales Estimate**  
**IMPLAN Sector: 330                      2-Quarter Sales = \$37,500,000**

Sector	Description	Total Employment	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	228.2	3,848,850.1	7,686,934.8	9,922,498.5
360	Real estate establishments	3.5	21,828.3	319,219.9	465,728.9
413	Food services and drinking places	2.4	44,308.8	66,489.8	130,298.1
382	Employment services	1.6	24,822.8	29,765.0	42,075.4
388	Services to buildings and dwellings	1.1	18,826.7	24,302.0	54,186.0
425	Civic, social, professional, and similar organizations	0.8	20,948.7	17,738.4	33,451.5
329	Retail Stores - General merchandise	0.8	21,553.8	37,207.9	48,785.3
368	Accounting, tax preparation, bookkeeping, and payroll services	0.8	15,394.6	32,492.9	51,167.3
39	Maintenance and repair construction of nonresidential structures	0.8	24,704.3	26,727.7	60,295.5
339	Couriers and messengers	0.7	2,310.5	25,480.3	53,897.0

Source: IMPLAN v3.0



**Calendar Year 2015 (Q3 and Q4) With High Sales Estimate**  
**IMPLAN Sector: 330                      2-Quarter Sales = \$60,000,000**

Sector	Description	Total Employmnt	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	365.1	6,158,160.1	12,299,095.7	15,875,997.5
360	Real estate establishments	5.6	34,925.3	510,751.8	745,166.3
413	Food services and drinking places	3.8	70,894.1	106,383.7	208,476.9
382	Employment services	2.5	39,716.4	47,624.0	67,320.6
388	Services to buildings and dwellings	1.8	30,122.7	38,883.1	86,697.5
425	Civic, social, professional, and similar organizations	1.4	33,517.9	28,381.5	53,522.3
329	Retail Stores - General merchandise	1.4	34,486.2	59,532.7	78,056.5
368	Accounting, tax preparation, bookkeeping, and payroll services	1.3	24,631.4	51,988.6	81,867.7
39	Maintenance and repair construction of nonresidential structures	1.3	39,526.8	42,764.3	96,472.8
339	Couriers and messengers	1.1	3,696.7	40,768.5	86,235.1

Source: IMPLAN v3.0

**Calendar Years 2016 - 2019 With Low Sales Estimate**  
**IMPLAN Sector: 330                      Annual Sales = \$75,000,000**

Sector	Description	Total Employmnt	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	456.3	7,697,700.1	15,373,869.6	19,844,996.9
360	Real estate establishments	7.0	43,656.6	638,439.7	931,457.8
413	Food services and drinking places	4.7	88,617.7	132,979.6	260,596.1
382	Employment services	3.1	49,645.6	59,530.0	84,150.8
388	Services to buildings and dwellings	2.2	37,653.3	48,603.9	108,371.9
425	Civic, social, professional, and similar organizations	1.7	41,897.4	35,476.8	66,902.9
329	Retail Stores - General merchandise	1.7	43,107.7	74,415.9	97,570.6
368	Accounting, tax preparation, bookkeeping, and payroll services	1.7	30,789.3	64,985.7	102,334.7
39	Maintenance and repair construction of nonresidential structures	1.6	49,408.5	53,455.4	120,591.0
339	Couriers and messengers	1.4	4,620.9	50,960.6	107,793.9

Source: IMPLAN v3.0

**Calendar Year 2016 – 2019 With High Sales Estimate**  
**IMPLAN Sector: 330                      Annual Sales = \$120,000,000**

Sector	Description	Total Employmnt	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	730.1	12,316,320.2	24,598,191.4	31,751,995.1
360	Real estate establishments	11.2	69,850.5	1,021,503.6	1,490,332.5
413	Food services and drinking places	7.5	141,788.3	212,767.3	416,953.8
382	Employment services	5.0	79,432.9	95,248.0	134,641.3
388	Services to buildings and dwellings	3.6	60,245.3	77,766.2	173,395.0
425	Civic, social, professional, and similar organizations	2.7	67,035.8	56,763.0	107,044.7
329	Retail Stores - General merchandise	2.7	68,972.3	119,065.4	156,113.0
368	Accounting, tax preparation, bookkeeping, and payroll services	2.7	49,262.9	103,977.2	163,735.5
39	Maintenance and repair construction of nonresidential structures	2.5	79,053.7	85,528.6	192,945.7
339	Couriers and messengers	2.3	7,393.4	81,537.0	172,470.3

Source: IMPLAN v3.0

**Calendar Year 2020 With Low Sales Estimate**

**IMPLAN Sector: 330**

**Annual Sales = \$150,000,000**

Sector	Description	Total Employment	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	912.6	15,395,400.3	30,747,739.2	39,689,993.8
360	Real estate establishments	14.0	87,313.1	1,276,879.5	1,862,915.7
413	Food services and drinking places	9.4	177,235.3	265,959.1	521,192.3
382	Employment services	6.3	99,291.1	119,059.9	168,301.6
388	Services to buildings and dwellings	4.5	75,306.7	97,207.8	216,743.8
425	Civic, social, professional, and similar organizations	3.4	83,794.8	70,953.7	133,805.8
329	Retail Stores - General merchandise	3.4	86,215.4	148,831.8	195,141.2
368	Accounting, tax preparation, bookkeeping, and payroll services	3.3	61,578.6	129,971.5	204,669.3
39	Maintenance and repair construction of nonresidential structures	3.2	98,817.1	106,910.8	241,182.1
339	Couriers and messengers	2.8	9,241.8	101,921.2	215,587.8

Source: IMPLAN v3.0

**Calendar Year 2020 With High Sales Estimate**  
**IMPLAN Sector: 330          Annual Sales = \$220,000,000**

Sector	Description	Total Employmnt	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	1,338.5	22,579,920.4	45,096,684.2	58,211,991.0
360	Real estate establishments	20.6	128,059.3	1,872,756.6	2,732,276.3
413	Food services and drinking places	13.8	259,945.1	390,073.4	764,415.3
382	Employment services	9.2	145,627.0	174,621.2	246,842.3
388	Services to buildings and dwellings	6.6	110,449.8	142,571.5	317,890.9
425	Civic, social, professional, and similar organizations	5.0	122,899.0	104,065.4	196,248.5
329	Retail Stores - General merchandise	5.0	126,449.2	218,286.6	286,207.1
368	Accounting, tax preparation, bookkeeping, and payroll services	4.9	90,315.3	190,624.8	300,181.7
39	Maintenance and repair construction of nonresidential structures	4.6	144,931.7	156,802.5	353,733.7
339	Couriers and messengers	4.2	13,554.7	149,484.4	316,195.5

Source: IMPLAN v3.0



**Calendar Year 2021 With Low Sales Estimate**

**IMPLAN Sector: 330**

**Annual Sales = \$225,000,000**

Sector	Description	Total Employmnt	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	1,369.0	23,093,100.4	46,121,608.8	59,534,990.8
360	Real estate establishments	21.1	130,969.7	1,915,319.2	2,794,373.5
413	Food services and drinking places	14.1	265,853.0	398,938.7	781,788.4
382	Employment services	9.4	148,936.7	178,589.9	252,452.3
388	Services to buildings and dwellings	6.7	112,960.0	145,811.7	325,115.7
425	Civic, social, professional, and similar organizations	5.1	125,692.1	106,430.5	200,708.7
329	Retail Stores - General merchandise	5.1	129,323.1	223,247.7	292,711.8
368	Accounting, tax preparation, bookkeeping, and payroll services	5.0	92,367.9	194,957.2	307,004.0
39	Maintenance and repair construction of nonresidential structures	4.7	148,225.6	160,366.2	361,773.1
339	Couriers and messengers	4.2	13,862.7	152,881.8	323,381.8

Source: IMPLAN v3.0

**Calendar Year 2021 With High Sales Estimate**

**IMPLAN Sector: 330**

**Annual Sales = \$320,000,000**

Sector	Description	Total Employmnt	Total Labor Income	Total Value Added	Total Output*
330	Retail Stores - Miscellaneous	1,947.0	32,843,520.6	65,595,177.0	84,671,986.9
360	Real estate establishments	29.9	186,268.0	2,724,009.6	3,974,220.1
413	Food services and drinking places	20.1	378,102.0	567,379.5	1,111,876.8
382	Employment services	13.4	211,821.1	253,994.5	359,043.3
388	Services to buildings and dwellings	9.6	160,654.3	207,376.7	462,386.8
425	Civic, social, professional, and similar organizations	7.2	178,762.1	151,367.9	285,452.4
329	Retail Stores - General merchandise	7.2	183,926.2	317,507.8	416,301.2
368	Accounting, tax preparation, bookkeeping, and payroll services	7.1	131,367.6	277,272.5	436,627.9
39	Maintenance and repair construction of nonresidential structures	6.7	210,809.7	228,076.3	514,521.8
339	Couriers and messengers	6.0	19,715.9	217,431.9	459,920.7

Source: IMPLAN v3.0

**STATE AND LOCAL TAX IMPACTS**

**OBSERVATION → Future impacts to State and Local Taxing Authorities are significant.**

<b>Calendar Year 2013 (Q3 and Q4)</b>	<b>For Low Sales Estimate</b>	<b>For High Sales Estimate</b>
Total Economic Output Subject to Sales Tax	\$38,037,864	\$60,860,582
Total Sales Tax to City (4.00%)	\$1,521,515	\$2,434,423
Total Sales Tax to County (0.35%)	\$133,133	\$213,012
<b>Calendar Years 2016 – 2019</b>		
Total Economic Output Subject to Sales Tax	\$76,075,728 Annual	\$121,721,165 Annual
Total Sales Tax to City (4.00%)	\$3,043,029 Annual	\$4,868,847 Annual
Total Sales Tax to County (0.35%)	\$266,265 Annual	\$426,024 Annual
<b>Calendar Year 2020</b>		
Total Economic Output Subject to Sales Tax	\$151,151,456	\$223,155,469
Total Sales Tax to City (4.00%)	\$6,046,058	\$8,926,219
Total Sales Tax to County (0.35%)	\$529,030	\$781,044
<b>Calendar Year 2021</b>		
Total Economic Output Subject to Sales Tax	\$228,227,184	\$324,589,773
Total Sales Tax to City (4.00%)	\$9,129,087	\$12,983,590
Total Sales Tax to County (0.35%)	\$798,795	\$1,136,064

### Three Rivers Economists

**Brian Jackson, Ph.D.** has served on the faculty of Northeastern State University in Tahlequah, Oklahoma since 2008 where he is currently an assistant professor of accounting and economics. He obtained a B.S. (math and chemistry) from Northeastern State in 1982, an M.S. in mathematics from the University of Oklahoma in 1984, and a Ph.D. in economics from Oklahoma State University in 2005. He has published articles in microeconomic theory in the *Journal of Economics (MVEA)* and the *Journal of Economic Education*. Past employment includes service to the United States Government / Central Intelligence Agency, and almost fifteen years as an instructor of mathematics. He lives in Muskogee with his wife Kathy and two grown children.

**Ray Murphy, M.S.** has over 25 years' experience in creating Retail Planning Computer Models that assisted companies in Network Planning and Retail Site Evaluation in the Petroleum, Quick Serve Restaurant, Banking, Supermarket, and Convenience Store industries in North and South America, Europe, Asia, Australia, and Africa. In 2002, Ray began assisting communities within Oklahoma in their economic development endeavors. In 2005, Ray created a strategic planning site development tool, TruPicture.

In 2009 Ray founded TruVue LLC, formed to expand operations into community development, retail development site selection, hospital location analysis and retail center development. The MarketVue program was developed to create opportunity between cities, developers, and retailers for economic growth. The TruPicture software tools have been used by many regional and national clients to make data-based decisions about facility locations and market potentials. Ray has an M.S. degree in economics from the University of North Carolina.